

Joint Needs Assessment

2013

Knox United Church
Kenora, ON



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1. Introduction

The idea of a Knox Joint Needs Assessment Committee (JNAC) was conceived over many years in discussion with our clergy, Cheryl Kinney Matheson and Eric Matheson, and Ministry and Personnel Committee. It was felt that Knox was in dire need of a “visioning” process. The beginning of a Joint Needs Assessment Committee (JNAC) process was approved at the Annual General Meeting in February, 2010 to address the many issues which had been recognized - declining membership and involvement; future for children in the church;

search for a dynamic future; needs of an aging congregation; financial support for necessary repairs; and knowledge of strengths.

We used a recognized Project Planning approach. A Knox “Visioning the Future” Team Charter was drafted, accepted by Leadership Team and made available to the congregation. It outlined the...

- 1) Purpose of the Project;
- 2) Scope of the Project including data collection and analysis, focus groups, surveys, environmental scan and a Vision and Mission; and
- 3) Deliverables of the Project including a Vision, a Mission, Knox Core Values, Completed Profiles (JNAC-as needed) and a five-year Visioning (Strategic) Plan.

Surveys were conducted, a questionnaire was available to the congregation for many weeks, one-on-one interviews were held and focus groups were conducted. The questions and structure were based on the United Church of Canada’s Congregational Renewal: Congregational Self-Assessment.

The next and key step was to look for themes within the various categories. Within each category and within each particular theme, we then looked for actions or recommendations to address congregationally offered comments and ideas. This step involved writing, rewriting and editing the final report to have it ready for congregation at the 2012 Annual General Meeting.

When we began analyzing the data and developing themes and categories, we realized we needed to complete a Vision and Mission statement for Knox before we could begin compiling the recommendations. "Visioning the Future" was presented to the congregation in June 2011 and was well received. It became the foundation for every task we undertook and for the JNAC report.

The JNAC recommends that...

1. Knox United Church create a ministry team consisting of one full time ordained ministry position (currently filled by Cheryl Kinney Matheson and Eric Matheson) and one full time Diaconal, Ordained or Designated Lay Minister-Recognized;
2. Cambrian Presbytery accept the JNAC Report from Knox United Church;
3. Cambrian Presbytery declare a vacancy for one full time position at Knox United Church for a Diaconal, Ordained or DLM-Recognized Minister;
4. Knox United Church request Cambrian Presbytery name representatives to a Joint Search Committee; and
5. Knox United Church disband the current JNAC.

2. Our Vision and Mission

A PLACE TO BE
A PLACE TO BELONG
A PLACE TO BECOME

The family of Knox will achieve its vision by...

Welcoming absolutely
Accepting compassionately
Celebrating the Holy
Nurturing faith
Seeking justice
Laughing and singing joyfully
Reaching out bravely
Loving unconditionally
Respecting God's creation
Living our faith courageously

... reflecting the life and teachings of Jesus.



3. Community Profile

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A PICTURE OF KENORA

History

The Lake of the Woods is a remnant of glacial Lake Agassiz and contains 14,542 islands. The underlying Precambrian bedrock is among the oldest of geological formations on earth.

This region has been a centre of human activity for the past 8,000 years owing to the plentiful resources available here. The earliest inhabitants were wandering hunters pursuing big game animals.

By the time the first European explorers arrived in the late 17th century, the natives living on the shores of the lake were more settled than their ancestors, and relied on hunting, fishing, and gathering for their livelihood.

An Environmental Scan of Kenora: Knox United's Community

In 2011, the population of Kenora (City) census agglomeration (CA) was 15,348, representing a percentage change of 1.1% from 2006. This compares to the national growth of 5.9% and to the average growth among all CAs of 4.2%.

In total, there were 6,521 private dwellings occupied by usual residents in Kenora in 2011. The change in private dwellings occupied by usual residents from 2006 was 4.3%. For Canada as a whole, the number of private dwellings occupied by usual residents increased 7.1%.

Provincial statistics may say Kenora's population is on a decline, but the national census conducted last spring tells a different tale.

The 2011 census shows area First Nations are bucking the lure of urban living and continuing to grow in population. 40 per cent of Aboriginal people in Ontario live in northern Ontario. Aboriginal people living in northern Ontario have lower education levels, a lower labour force participation rate, and average annual employment incomes compared to Aboriginal people in other regions of Ontario.

Overall, First Nation populations are now 3,666, compared to 3,316 in 2006 for the dozen communities that use Kenora as their service centre.

4. Knox Resources

“*Visioning Our Future*” enabled Knox to not only imagine our future but also to articulate who we are as a congregation and what we value most about being part of this community of faith, such as...

1. Sunday worship experience with outstanding spiritual leadership which is sometimes provocative, sometimes playful, and always challenging and empowering.
2. Opportunities for spiritual nurturance outside Sunday worship, such as book studies, woman’s and men’s retreats, labyrinth, healing touch, Friday winter worship series, Holy Week meditations.
3. The music ministry provided by an extremely talented and tireless team who endeavors to faithfully reflect the wideness of the spectrum that is the church’s music to the wideness of the spectrum that is the Knox “church family”.
4. Serving bereaved families of Knox and often families from our wider community.
5. Opportunities for socializing with before-church coffee, after*church coffee hour, pot luck dinners, presentation/discussion forums, organized family events (e.g., skating party, bowling, curling).
6. Welcoming new families into our congregation. We recognize how lucky we are to have young families in our midst enhancing our worship life and our sense of community. We also benefit from those who make Lake of the Woods their retirement community, bringing fresh experience, gifts, skills and time with them.
7. Knox proudly supports and celebrates the covenant of marriage including interfaith and same-gendered couples.

Knox is very fortunate to have committed, competent and reliable staff. At present, our ministerial staff consists of two gifted half-time ministers dividing

one full-time position. Knox also has a part-time custodian and a part-time secretary.

As of November 2011, one of the ministers, Cheryl Kinney Matheson, has been engaged in an additional quarter-time contract focusing on youth and Sunday school needs. This measure was in direct response to the JNAC identifying a crisis need mid way through its mandate. The congregation responded immediately with this interim measure.

(Job descriptions in appendix)

The many changes in the demographics of the economy and society of Kenora will continue to present challenges for the congregation of Knox.

These will include such aspects as...

1. Knox is, as are many churches today, experiencing a reduction in the number of individuals willing to volunteer in many areas of Church initiatives and programs.

“There are not a variety of job opportunities in Kenora for young professionals. And as a result all of the young people who attended Knox as children have not returned after getting an education. Those with ties to Knox and traditions in church are simply not there.” – From Data

Knox has the good fortune of a resurgence of younger families in our midst, many of whom have taken strong leadership roles. Despite this there remains a need for wider volunteerism.

2. As members of our congregation age, their needs and abilities are changing.

3. The First Nations numbers are increasing in our community but are not reflected in the congregational life.

4. The priority once given to church financial needs has changed.

5. Kenora is unique in its lifestyle. Many people have a healthy, outdoor lifestyle and take advantage of beautiful weather, especially on the weekends. In addition, many of our active retired people spend winter time away.

6. While demonstrating a desire for family relationship with the church, many parents of our young families both work full time and have limited time, energy or the desire to make a commitment to the volunteer life at Knox.

(Job descriptions in appendix)

The committee received many comments and concerns around membership, attendance and givings. The following statistics were extracted from the United Church of Canada Year Books. They are included in this report to provide a "general" idea of the status of Knox relative to the National Church Statistics.

Statistics from United Church of Canada Year Books	National Church 1999	National Church 2009	Knox 1999	Knox 2009
Membership	668,549	549 673	518*	392
Households	529962	416189	500	442
Financially supporting households	336075	254348	220	241
Average Weekly Attendance	278292	183153	220	150
Baptisms - adult	2174	1048	3	0
Baptisms - children	19322	9470	9	3
Funerals	27408	20009	25	14
Membership in Sunday School	140129	68947	118	83
Membership in Men's Groups	13428	12392	0	22
Membership in Women's Groups	88920	59235	50	85
M & S givings	\$27,048,583	\$27,028,247	\$28036	\$30071
Congregational givings	\$234,998,88	\$261,320,88	\$138,41	\$171,95
	9	0	3	6

UCW	\$17,014,585	\$14,673,976	\$10,392	\$8,397
Other means / Organizations	\$76,759,533	\$113,530,42	\$63,842	\$38,029
		1		
Total givings-all purposes	\$328,773,00	\$389,525,27	\$212,64	\$219,28
	7	9	7	2
Paid to ministers	\$68,905,603	\$79,887,835	\$34,000	\$44,037
Total liabilities (loans,mortgages)	\$56,218,841	\$86,222,040	\$0.00	\$0.00

Some statistics to note...

Membership	Average Weekly	Congregational Givings
UCC -18%	Attendance	UCC +15%
Knox -24%	UCC -30%	Knox +3.3%
	Knox -31%	

*Knox 1999 membership numbers are inflated. They were corrected in 2004 when a major membership review took place. In 2004, membership was reported as 359 members that reflects a 9% increase (2004-2009).

Knox statistics reflect the national trend.

The Knox statistic that showed there is potential for 83 children and youth in the Sunday School programs, strongly supports the expressions of concern for these groups and our recommendation to hire a Youth Leader.

5. Knox Governance

Knox has a unique governance structure that has been in place for seven years. It was devised and achieved in part as 'first step' measures to address some of the challenges to congregational life described earlier. Our structure has come to be referred to as "The Kenora Model" nationally and has been the subject of workshops at various levels of the United Church and one interdenominational stewardship event.

Leadership Team

The Leadership Team is mandated by the congregation to oversee the life and work of Knox United Church, Kenora, in accordance with The Manual of the United Church of Canada, with particular reference to the responsibilities of The Official Board and The Church Council, and subject to the advice of The Conference of Manitoba and Northwestern Ontario and of Cambrian Presbytery. The ministries of Knox United Church, Kenora are expressed through the faith-guided efforts of Committees, Interest Groups and House Groups that are accountable to the Leadership Team.

The Leadership Team consists of seven members or adherents of the congregation who serve in the following roles:

- ←Chair
- ←Past Chair
- ←Vice Chair
- ←Representative from the Ministry and Personnel Committee
- ←Church Treasurer, and
- ←Two Members-at-large

The Congregation's Called or Appointed Minister or Pastoral Charge Supervisor or an Appointee of the Presbytery is present whenever the Leadership Team meets.

The Church Secretary acts as Recording Secretary for the Leadership Team (Non-Voting).

Each of these seven Leadership Team members has a written position description that is contained in the Essential Ministry document and the Knox Guidelines Handbook that is reviewed /revised annually, prior to the May Leadership Team meeting.

Each of these seven Leadership Team members is in their position description, given responsibility as liaison with selected Committees, Interest Groups and the House Group Co-ordinator in order to establish goal-setting, reporting, accountability and to offer support.

The Leadership Team sets and annually reviews short- and long-term goals at a day long Retreat of Leadership Team. They receive the goals of the Committees and Interest Groups once each year.

These goals support the vision and mission of Knox United Church. The Leadership Team receives Committee and Interest Group budget requests in December and a reporting of their year's work in January, prior to the Annual Meeting.

The meetings of the Leadership Team are open to the congregation.

The approved Minutes of the Leadership Team meetings including financial and other submitted reports are available to the congregation monthly.

Presbytery Representatives

Two Presbytery Representatives are elected by the congregation at the Annual Meeting. Their term of office is three years with a possible one-year extension after which a one-year break is taken before accepting further election or appointment. Prior to each meeting of the Presbytery, the Presbytery Reps are invited to attend the Leadership Team meeting in order to be updated about the work and concerns of the congregation. Following each meeting of the Presbytery, the Leadership Team receives a verbal or written report from the Presbytery Reps. Presbytery Reps receive a copy of all approved Leadership Team minutes.

The Annual Meeting and Congregational Meetings

The members and adherents of the congregation meet annually in February. They also may meet more frequently as required.

The Leadership Team arranges for the preparation of the Annual Report. The Annual Report reflects the activities of the Leadership Team, Committees, Interest Groups and House Groups for the year immediately preceding the Annual Meeting.

At the Annual Meeting, the congregation:

1. receives the annual report;
2. elects new members for the Leadership Team, Elders, Trustees and Presbytery Representatives and House Group Coordinator as presented by nominations;
3. votes on the proposed budget;
4. sets general policy;
5. votes on the recommendations brought forward by the Leadership Team regarding Memorial Fund or Bequest money expenditure.
6. approves the Leadership Team appointments to the Ministry and Personnel Committee.

Committees and Interest Groups

Committees

There are two committees – Trustees, and Ministry and Personnel.

These follow their mandate as outlined in The Manual of the United Church of Canada.

The Leadership Team may appoint ad hoc committees as necessary to carry out its work.

All other activities of church life may be formed out of interest into...

Interest Groups

“No interest, no group” is the guiding principle for Interest Groups. An Interest Group may be one individual or the whole congregation. Anyone at Knox who expresses an interest in a topic or initiative is encouraged to express it.

They may wish to invite others or simply seek permission to offer an initiative.

Each Interest Group is approved by the Leadership Team based on alignment with the vision and mission of Knox United Church.

There is no outside nominations process for these Interest Groups; however, if an Interest Group vital to the ongoing life and ministry of the congregation ceases to function, the Leadership Team may take the responsibility of nominating new members or may make alternate recommendations to the congregation to ensure that the organization and activity of a ministry continue.

Interest Groups are accountable to the Leadership Team through an assigned Leadership Team Member.

House Groups

All households identified through the Neighbourhood Contact list (list of all members and known adherents) are assigned to a "House Group". Each House Group is assigned to one month only of the service year. House Groups are responsible for short-term tasks that enhance the life and work of the congregation.

Through this structure, the physical needs of Sunday worship are met, including ushering, greeting, communion serving, scripture reading, offertory collection, coffee and cookie time etc. (Detailed responsibilities and opportunities for service are described in The Knox Policy and Procedures Manual).

Intergenerational participation is strongly encouraged in all tasks and a widening invitation to lesser / newly-involved people have been emphasized. Both have been measurably achieved through this programming.

A House Group Coordinator oversees the organization of the House Groups. This individual is elected to serve a three- year term with a possible one-year extension after which a one-year break is taken before accepting further election or appointment. The responsibilities of a House Group Coordinator include...

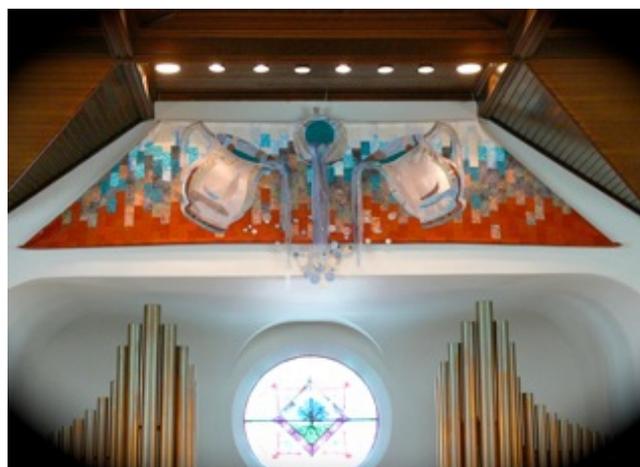
1. a review and update of job descriptions by September;
2. coordination with the Church Office to ensure that House Group lists are kept up to date;
3. a yearly meeting of the House Group Leaders for the purpose of encouragement and review.

The House Group Coordinator is linked with a member of the Leadership Team for the purpose of reporting, support and accountability.

6. Neighbours

Many of the major Christian denominations are represented in Kenora. Knox is involved with other churches in a variety of ways including but not limited to...

1. Seasonal ecumenical services, i.e.: Walk with Cross, Week of Prayer for Christian unity;
2. Shared summer services with First Presbyterian and First Baptist Churches;
3. Hosting funerals that are larger than the capacity of a neighboring church, and clergy presiding over funerals in the absence of neighbouring clergy;
4. Knox choir initiates and participates in ecumenical choral projects; and
5. Knox hosts the Agape Table at which many members of other congregations provide volunteer labour.



7. Position Profile

The congregation of Knox has expressed a desire to put more focus on Sunday School, youth, spiritual nurture and outreach work. Additional Ministerial staff is required to facilitate the achievement of these important goals and to ensure the sustainability and future of a vibrant church. The roles and responsibilities of this staff person has have been determined by prioritizing Knox's needs and goals.

Knox has proudly adopted our new Vision and Mission statement in which we declare that we will live out our vision by ..."**Welcoming absolutely**" Knox is proud to be a member of Cambrian Presbytery which is an Affirming Presbytery. All qualified applicants are welcome to apply.

General Description:

The successful applicant will function as a full time member of the Knox United Church ministry team, and will have the following responsibilities:

1. Enhancing the spiritual nurturance of our Sunday School children, youth and teens - 40%
2. Strengthening Knox's presence in local outreach initiatives through engagement of children, youth and the congregation in community outreach, justice initiatives and activities - 40%
3. Participating in the wider church (Presbytery and Conference) - 5%
4. Participating in Knox management and administration - 5%
5. Responsibility for some (at least three) intergenerational worship services annually, and up to half of the Children's "Time Together" - 5%

There may be occasional need for worship leadership in the absence of the Word, Sacrament and Pastoral Care minister, including funerals.

A request for licensing for Sacraments is optional and would be discussed.

6. Developing and maintaining a virtual network for Knox - 5%

Areas of Responsibility

Spiritual nurturance

Encouraging the congregation of Knox in their love and nurture of children, youth and young adults in their community through:

1. Coordinating the Sunday school program for children and youth;
2. Providing for leadership development and support for persons volunteering in the area of children's ministry;
3. Providing for the spiritual and educational needs of children and youth and young adults through the development of suitable programs and activities, which are:
 - a. Educational as well as recreational
 - b. Empowering of children youth and young adults
 - c. Encouraging children in their personal faith development and expression of their faith;
4. Promoting children's involvement in worship and contributing to the development of intergenerational worship events;
5. Providing pastoral care to children youth, young adults and their families, including hospital and home contact and other contact as may be requested;
6. Providing leadership in initiating and/or leading joint activities with youth and children, as well as intergenerational activities;
7. Working cooperatively with the Cambrian Youth and Young Adult Minister;
8. To meet with other staff for weekly/regular planning meetings.

Community outreach

Encouraging the family of Knox in their love, respect and demonstrated compassion for their community through...

1. Building awareness of and engagement in local and global homeless and / or anti-poverty initiatives;

2. Providing further supports to the needs and activities of existing initiatives;

Examples of these may include:

~ Knox Pantry Outreach Program (A Knox Interest Group)

~ Agape Table (A Knox-hosted ecumenical and community soup kitchen)

~ Fellowship Centre (A community-based multi-level programming organization)

~ Habitat for Humanity (A local and international organization)

3. Building awareness of and engagement in First Nations relationship building; dialogue, involvement, partnership, education, support for local and national issues;

4. Building awareness of and engagement in environmental sustainability; education of local and global enviro-eco issues and support of local clean green events; Examples of these may include:

~ Knox Environmental Interest Group

5. Working cooperatively with Cambrian Youth Minister and encouraging youth involvement in the wider church.

8. Skills Required

ü United Church of Canada Ordered Minister (Ordained or Diaconal) with children youth/young adult ministry experience OR United Church of Canada Designated Lay Minister-Recognized, with children's , youth and young adult ministry education and experience, adult education, and pastoral care

experience. This is a new position and will require creativity and initiative to grow.

Knox is seeking someone who:

1. Has a strong desire to provide children and youth and young adult ministry;
2. Has pastoral care experience, ideally with children, youth and young adults
3. Possesses professional and personal maturity;
4. Is committed to inclusivity;
5. Relates with skill to people of all ages and is supportive of children and youth programming;
6. Participates effectively and with some fluidity in team ministry;
7. Has skills and experience in enabling faith development in youth, youth leadership development, and conflict resolution;
8. Has a strong sense and understanding of his or her personal faith journey and a willingness and ability to share this with others;
9. Is committed to community outreach, and has the leadership skills to build meaningful opportunities for Knox for mission, outreach, and social justice action;
10. Manages time effectively and is committed to self care;
11. Has strong technological skills;
12. Is committed to expanding skills through continuing education;
13. Has an appreciation for the vital role that music ministry plays in the spiritual development and expression of children, youth and young adults.

This position is accountable to the congregation through the Ministry and Personnel Committee and Leadership Team.

9. Terms of Call

Remuneration: Subject to change as per General Council discussions re “comprehensive salary package” (Refer to appendix for detailed estimates)

- ü Salary at Category Minimum plus 5% with opportunity to grow with years of service.

- ü Housing allowance - based on Fair Rental Value

- ü Cost of basic home telephone, or cell phone package

- ü Contributions to benefits such as pension, CPP, and EI.

- ü Mileage on church business per current General Council rate.

Other Benefits:

- ü Continuing Education: three weeks per pastoral year and financial support at the rate established by General Council per upon presentation of receipts (2012 is \$1275).

- ü Vacation: at least one month per pastoral year, with the opportunity to grow with years of service

- ü Discretionary Sundays: negotiable.

- ü Administrative Assistant: 1/2 time; serves all staff.

- ü Sabbatical Leave: eligible after five continuous years of service.

Moving Costs:

- ü Reasonable costs of moving minister and family to Kenora.

All ministry staff is employed on the basis of the functions to be performed and office hours and actual hours of work each week are flexible. A full-time position is, however, considered to be forty hours per week. Ministry staff is entitled to two regular days of rest in each seven-day period.

Extra hours worked in the month may be taken as Time in Lieu, as negotiated with M&P.

Appendix

Visioning the Future

Annual Report

Financials

Terms of Call – Detailed estimates

Current Ministry Position Description –Word Sacrament and Pastoral Care

Essential Ministry Document

TERMS OF CALL based on Category A

***based on **2013** General Council Salary Guidelines

-salary plus 5% (\$33,793 plus 5%)	\$35,483
-housing allowance (to be reviewed every 3 years and based on fair rental value)	\$14,000
-continuing education support	\$ 1,300
-home phone or cell phone pkg (negotiated) (\$20 - \$50 per month / \$240 - \$600 per year)	\$ 500
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	\$51,283
-employer contributions (CPP and EI)	\$ 4,258
	<hr/>
	\$55,541

TERMS OF CALL based on Category C

***based on 2013 General Council Salary Guidelines

-salary plus 5% (\$36,835 plus 5%)	\$38,677
-housing allowance (to be reviewed every 3 years and based on fair rental value)	\$14,000
-continuing education support	\$ 1,300
-home phone or cell phone pkg (negotiated) (\$20 - \$50 per month / \$240 - \$600 per year)	\$ 500
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	\$54,477
-employer contributions (CPP and EI)	\$ 4,641
	<hr/>
	\$59,118

TERMS OF CALL based on Category F

***based on 2013 General Council Salary Guidelines

-salary plus 5% (\$41,397 plus 5%)	\$43,467
-housing allowance (to be reviewed every 3 years and based on fair rental value)	\$14,000
-continuing education support	\$ 1,300
-home phone or cell phone pkg (negotiated) (\$20 - \$50 per month / \$240 - \$600 per year)	\$ 500
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	\$59,267
 -employer contributions (CPP aand EI)	 \$ 5,216
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	\$64,483

Position Description for Minister of Word, Sacrament and Pastoral Care

(one full-time position currently shared by two 1/2 time Ordained Ministers)

WORSHIP: 45%

- primarily to provide leadership for Sunday Worship
- to offer the sacraments of Communion and Baptism on a regular basis
- to offer additional and alternate services of worship i.e., Ash

Wednesday;

Good Friday; Christmas Eve; Care Home worship; Friday Night Family Intergenerational worship as agreed to by the Worship Interest Group

- to officiate at Funeral Services as requested
- to officiate at Wedding Services as requested
- to participate in Choir-organized events as requested i.e., Cantatas

PASTORAL CARE: 20%

- to provide pastoral care to Knox members and adherents (home or office visits)
- to visit at the Lake of the Woods District Hospital on a regular basis
- to visit at Pinecrest Home for the Aged and Birchwood Manor as time allows
- to offer assistance to those in need through discernment of the use of the Knox benevolent fund

FAITH FORMATION and SPIRITUAL NURTURE: 14%

- to offer educational opportunities for Baptism and Confirmation
- to offer opportunities for Adult Study
- to offer additional opportunities for spiritual nurture i.e., labyrinth walks;

meditation/prayer groups; Retreat opportunities

ADMINISTRATION: 14%

- to attend Knox Leadership Team meetings and plan for LT meetings with the Knox LT Chair
- to attend the Worship Interest Group meetings; Trustee meetings and other Interest Group/House Group meetings as requested
- to meet with other staff for weekly/regular planning meetings
- to provide general oversight for office management
- to provide oversight for the compilation of the Annual Report and UCC Statistics form
- to provide information for Opportunity Knox
- to attend meetings of the Lake of the Woods Ministerial
- to attend meetings of the M&P Committee as requested

PRESBYTERY/CONFERENCE: 7%

- to attend the Fall and Winter meetings of Cambrian Presbytery and the Annual Meeting of the Conference of Manitoba and Northwestern Ontario
- to participate in related Committee work

This position is accountable to the Knox Leadership Team through the M&P Committee.

TERMS for this position will not be changed. New Terms of Call would be anticipated when a vacancy is declared for this position in the future.

